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presents

## Executive Director at Avenues for Homeless Youth

Ballinger | Leafblad is proud to present the following information on behalf of our client, **Avenues for Homeless Youth**, in its **search for Executive Director**.



*On any night in the state of Minnesota, 6,000+ youth and young adults are homeless and unaccompanied by an adult.*

*~ Wilder Research*

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## Avenues for Homeless Youth

### ORGANIZATIONAL OVERVIEW

Avenues for Homeless Youth provides shelter, transitional housing and holistic support services to help more than 300 youth every year move from surviving the streets to thriving young adults.



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## Avenues for Homeless Youth

### ORGANIZATIONAL OVERVIEW

Avenues for Homeless Youth is a non-profit organization founded in 1994, providing emergency shelter, short-term housing and supportive services **for homeless youth** in a safe and nurturing environment.

On any night in Minnesota, about 6,000 young people age 24 and under are homeless – they are on their own and do not have a safe, stable place to call home. Homeless youth face extraordinary challenges and barriers. The vast majority are youth of color and a disproportionate number identify as gay, lesbian, bisexual, transgender or questioning (LGBTQ).

About 60% of Minnesota's homeless youth have a parent who has been incarcerated. More than half have been abused or neglected and have mental health issues. Almost half of homeless youth report they experienced violence or been exploited sexually while being homeless and/or became homeless due to domestic violence.

Without youth-appropriate interventions, most homeless youth are not able to pursue dreams, realize their potential and fully participate in our community. After all, it's impossible to dream when in crisis.

But when given a safe place to call home and support of caring adults, homeless youth can and do move from *surviving the streets to thriving young adults*. When no longer living in crisis, homeless youth are able to re-engage with education, employment, relationships and community activities. They are able to dream about their futures.

Avenues' programs are full 100% of the time. For that reason, Avenues continues to seek opportunities to expand capacity and programming for homeless youth. In fact, the organization has doubled the number of youth supported annually (and its budget) in the last three years.

The organization's FY18 budget is \$2.8 million. Avenues for Homeless Youth is funded by the following sources: 44% government grants and contracts and 56% private donations from foundations, corporations, individuals, and faith and civic organizations.

While expanding programs to support more youth, Avenues also has deepened its supportive services and adopted a principles and evidence-based model of care in all of its programs. Avenues meets all basic needs, helps youth begin to heal from their traumas, then develop and pursue a plan for their future. All youth have access to mental health therapy, case management, education and career support, nursing, life skills training, positive youth development activities and after-care support.

Nearly 80% of youth served by Avenues for Homeless Youth move into stable housing, maintain their stability and continue making progress on their life goals.

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## Avenues for Homeless Youth

### STRATEGIC PLAN

Avenues for Homeless Youth is fortunate to have an engaged and talented Board of Directors to guide the strategic direction of the organization. The current strategic plan outlines the areas of focus:

#### SUSTAIN & STRENGTHEN

*Avenues will sustain and strengthen its existing programs to ensure homeless youths are able to move from surviving the streets to thriving young adults.*

#### EXPAND & ADVANCE

*Avenues will 1) support more homeless youth by doing more of what it does well and 2) join with others in the community to advance real social change to prevent youth homelessness.*

#### BE HEALTHY

*Avenues will pursue its vision and program goals through healthy management, with an emphasis on financial stability, broad community support, good governance and efficient use of resources.*

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## Avenues for Homeless Youth

### **MISSION**

Provide emergency shelter, short-term housing and supportive services for homeless youth in a safe and nurturing environment. Through such service, Avenues seeks to help youth achieve their personal goals and make a positive transition into young adulthood.





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## Avenues for Homeless Youth

### PROGRAMS & SERVICES

Using an evidence and principles-based approach, Avenues for Homeless Youth provides life-changing shelter and services to youth and young families experiencing homelessness. Program models include congregate shelter and transitional housing programs, community-based host home programs and a brand new rapid rehousing program for young families.

#### Shelters and Transitional Housing

**Minneapolis Avenues**, the original program, is located in North Minneapolis and provides emergency shelter, transitional housing and intensive supportive services for 21 youth at a time. The program supports 170-190 young people annually from throughout the Twin Cities and State of Minnesota (more than half of the youth are from Minneapolis).



**Brooklyn Avenues** was opened in 2015 in Brooklyn Park, Minnesota as a 12-bed shelter and transitional housing program serving homeless youth from the northwest suburbs of Hennepin County. This program supports 90-100 young people annually. It was created in partnership with the community.

#### Supportive Services provided at Minneapolis and Brooklyn Avenues include:

**Crisis and Basic Needs** – Clean bedrooms and facilities, three nutritious meals per day, clothing, personal hygiene supplies and bus tokens. Youth counselors and case managers provide direct care and guidance for the youth 24 hours per day. Support ranges from cooking meals together, playing games and watching movies, interacting and having tough conversations together.

**Intensive Case Management** – By working with case managers, youth develop a personalized plan for more independent living and reunification with family. Plans identify goals and action steps around immediate needs, employment, education, housing, mental and physical health, life skills and relationship.

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## Avenues for Homeless Youth

**Learning and Practice in Life Skills** – Success is gained by learning and practicing life skills including cooking and nutrition, money management, job search, cleaning, etc.

**Integrative Health and Wellness** – Using a case management approach, Avenues provides health education, on-site nursing and mental health therapy, medical and mental health referrals, and complementary healing modalities.

**Education and Career Support** – The Education and Career Support Specialist coordinates care with the case managers to provide deeper support around educational goals.

**Positive Youth Development Activities** – Avenues offers a variety of activities that help youth increase their self-esteem, self-determination and leadership capabilities. These include service learning projects, art and poetry activities, sexual health and risk reduction education, youth participation in interviews of prospective staff members and weekly housing meetings.

**After-Care Supportive Services** – Most youth take advantage of the after-care support services to assist with navigating independent living, family issues and homelessness. At any point in time, Avenues provides various levels of support to over 50 individuals who are no longer living in the housing facilities.

### Host Home Programs

**GLBT Host Home Program**  
**Minneapolis & Suburban Host Home Program**  
**ConneQT Host Home Program**

Avenues' Host Home Programs provide safe, supportive shelter and transitional housing for homeless youth in the homes of trained volunteer community members. As volunteers of the program, adults open their homes and hearts to young people who need and are looking for a stable housing and healthy connection. While the average length of stay is relatively short at 1 to 12 months, the hosting arrangement usually is life-changing, both for hosts and youth.

The overall goal for these programs is to provide homeless youth with the stability, support and coaching they need so, when they leave their host homes, they have a vision for their future and are building the skills and relationships needed to pursue that vision. Simultaneously, we are fostering connections and building community. Youth participants are ages 18 to 24 (youth ages 16-17 are involved along with their family or guardians).

The **GLBT Host Home Program** and the **ConneQT Host Home Program** specifically supports homeless youth who identify as gay, lesbian, bisexual, transgender and queer. Its hosts are GLBTQ themselves or allies.

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## Avenues for Homeless Youth

The **Minneapolis & Suburban Host Home Program** is geographically-specific, rather than culturally-specific. The goal is to enable youth may remain in their home community.

Recruiting new homes is an on-going activity. Host applicants are carefully screened and attend 16 hours of training on topics that include in-depth information on youth homelessness, negotiating with youth/young adults, resources in the community, boundaries, expectations and limit-setting, white privilege and racism, and negotiating racial and cultural differences.

The process of pairing youth and hosts is youth-driven. We never “place” a youth in a home. Youth take the lead in determining where they will live and with whom. Over and over we hear from youth that this is significant and empowering.

When hosting a youth, hosts receive ongoing support from the program manager as well as in host support groups. Youth receive ongoing case management support to guide them as they work toward more independent living. Youth in our host home programs also have access to the same holistic array of supportive services described above in our Shelter programs, including our Education and Career Support Specialist, Health and Wellness services, Independent Living Skills training, Youth Engagement activities and After-Care support.

The objectives of the Host Home Program are:

- Providing safe and supportive housing to youth experiencing housing instability by building upon the capacity and caring that exists within the Twin Cities community.
- Working with others organizing for social justice, especially racial and economic justice. Avenues advocates for moving beyond just responding to homelessness and making social changes needed to truly end homelessness.

### Rapid Rehousing Program

#### Avenues for Young Families

In January 2017, Avenues launched a new “rapid rehousing” program, called Avenues for Young Families. Through this program, 12 homeless young families will have access to apartment-search support, temporary rent assistance and a full range of supportive services. The program serves homeless youth ages 18 to 24 who are parents and their young children. It accommodates 1 and 2-parent families.

Supportive services are designed to help the young families remain stably housed and pursue goals for independent living, education, job training and employment, parenting skills and healthy child development.



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## Avenues for Homeless Youth

Avenues for Young Families is an extension of the work we have always provided to homeless youth, especially our youth in after-care who are parenting. It will help fill a huge gap in the community. While 39% of homeless youth are parents, most of them are not with their children, as there is very little age-appropriate housing for a significant number of homeless young families that access Hennepin County's family shelters.

The rent subsidies available through Avenues for Young Families are from a grant awarded to Avenues by HUD.



*Staff members at Avenues for Homeless Youth*

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## Executive Director

### OVERVIEW OF POSITION

The purpose of this position is to give strategic direction and leadership to achieve the agency's philosophy, mission, and goals. Further, the Executive Director acts as chief fundraiser and face of the organization to the broader community.

The Executive Director reports to the Board of Directors and supervises the Program Director, Development Director and Finance Director. A total of 47 team members work at the organization (35 regular and 12 on-call / part-time).

The Executive Director upholds and enhances a culture of teamwork, supports collaboration among staff and builds and maintains long-term relationships with stakeholders including donors, foundations, businesses, government funders and regulators, elected officials, community leaders, other nonprofits and the media. The Executive Director is active in community outreach and external relations on behalf of Avenues for Homeless Youth and maintains a positive image and high profile in the greater community.

The work of the Executive Director position includes strategic planning, Board of Directors collaboration, organizational development and leadership, fundraising and resource development, marketing, program oversight, operations and financial management.

The Executive Director has a strong orientation to learning about and advancing social justice issues.

The Executive Director position is open due to the planned resignation of Deborah Loon who has served the organization well for 9 ½ years and leaves it in a very strong position. Deb moves on from the organization with the fondest wishes of the board and staff in order to pursue other personal commitments and professional opportunities.

### PRIMARY RESPONSIBILITIES

#### **Establish a consistent vision and mission, and develop strategies to achieve that mission.**

- Working with the board and staff, develop a shared vision for the future of the organization.
- Build understanding and support of the mission.
- Develop appropriate policies, programs, goals and long-range strategies to advance that mission.

#### **Establish visibility in the community for the agency and its vision and mission.**

- Represent Avenues for Homeless Youth in the community to build awareness of its mission.
- Act as a positive and energetic ambassador and spokesperson on behalf of the organization and the impact of youth mentoring in general.
- Work collaboratively with key community and regional organizations that have interests and missions similar to Avenues for Homeless Youth.

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## Executive Director

### **Provide leadership to all fundraising and marketing efforts and initiatives.**

- Bring a passion and commitment to fundraising efforts; act as “Chief Fundraiser” for the organization.
- Identify and cultivate major government, foundation, corporate, individual and other organizational donors.
- Assist the Director of Development with planning and execution of fund development efforts.
- Guide proactive marketing and communications plan and activities.

### **Provide vision and guidance to the internal operation of the organization.**

- Oversee the development of strategic and operational business plans.
- Oversee all asset and financial management.
- Establish an organizational structure and culture to bring out the best in each team member.
- Ensure a strong human resources function that has effective, legally-compliant employment, supervision, evaluation and disciplinary policies and practices (the position has final responsibility for all human resources functions for both staff and volunteers).
- Direct and support the senior leadership team.

### **Work with the Board of Directors to assist in the governance of the organization.**

- Provide guidance in the annual and strategic planning processes.
- Provide the board with timely information on issues, trends and progress achieving the organization’s goals and objectives.
- Provide guidance and staff support to various board committees/task forces.

It is critical that the leader ensures the organization’s staff and volunteers have a diversity of perspectives, experience, skills and educational attainment so that services can be culturally-competent. This will be accomplished by intentionally recruiting and maintaining a diverse workforce, continuously training all staff and volunteers, and leading the organization in ways that maximize the potential of all team members. The leader will uphold a work climate that is inclusive, respectful and free of bias.

## **ORGANIZATIONAL CULTURE**

Staff members at Avenues for Homeless Youth describe the organizational culture as strengths-based, mission-focused, familial, cooperative, compassionate, service oriented and fast paced. Staff are encouraged to be creative and power is shared. The culture has a strong focus on social justice, equity and inclusion. Growth in the organization has been exciting, but the organization is now in a position to benefit from formalizing some processes and systems.

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## Executive Director

### DESIRED QUALIFICATIONS

#### Essential Qualifications

The fully qualified candidate will possess a bachelor's degree in a related field and a minimum of 10 years senior level management experience in a nonprofit or service organization of a comparable budget, staff, program size and complexity. Experience leading teams of professionals and/or clinical staff in a youth-serving or community-serving organization is highly desired.

The ideal candidate will have experience in an externally-facing role and proven background in fundraising activities. Experience reporting to or participating on non-profit boards of directors is highly desirable. Finally, the ideal candidate will have a passion for the issues of youth homelessness, social justice, equity and inclusion, and will have a background that includes working with youth, including as a volunteer.

#### Knowledge, Skills and Abilities

- Knowledge of and ability to provide strategic leadership for all of the organization's programs, finances, resource development, team members, facilities and support services.
- Knowledge of and demonstrated commitment to diversity, equity and justice issues.
- Experience building community-based partnerships.
- A passion and commitment to delivering the highest quality services to youth. This is done through influencing, inspiring, mentoring, recognizing and supporting staff and volunteers as they work toward a common goal.
- Proven ability to develop, lead and inspire a team in a collaborative, non-hierarchical setting.
- Strong communication skills, both oral and written.
- Strong interpersonal skills with people at all levels and in all settings relevant to the organization's mission.
- Strong public speaking and networking abilities.
- Excellent executive coaching and motivational abilities that encourage and support others.
- High emotional intelligence, self-awareness and authenticity.
- Impeccable ethics and the highest integrity.
- A passion for serving youth experiencing homelessness, along with a belief in the transformative power of mentoring.

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## Executive Director

### The Compensation Package

The compensation package for this position is competitive and includes participation in the organization's benefits plan.

### ADDITIONAL INFORMATION

For additional information and to apply for the position please contact:



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## Twin Cities ~ Minneapolis and Saint Paul

Incorporated as a city in 1867, Minneapolis is named for the Dakota word “Minne” (meaning “of the waters”) and the Greek word “polis” (meaning “city”); fitting for a town that contains 22 lakes. Today, Minneapolis and its twin city, St. Paul, have over 3 million residents. Together they make up the 14th largest metropolitan area in the country.

The Twin Cities of Saint Paul and Minneapolis are a unique blend of small town and major cosmopolitan hub. Both urban cores boast a thriving business atmosphere. Saint Paul, as the state capital, is home to state government and has a more historical vibe. Minneapolis is the larger and more commercial of the two cities. Outside of the central downtowns, however, both cities have many distinct neighborhoods, and residents identify more with their individual neighborhood than with the larger city as a whole.



Both cities share a common root of being river towns - and the great outdoors are still a major attraction for residents and visitors alike. In addition to the mighty Mississippi River, there are more than 100 lakes (more than 900 when including the suburbs), more than 250 parks, and miles of biking and walking trails.

Nearly every weekend in the summer there are several outdoor active events for participants and spectators—triathlons, biking races, running races, boat races, water skiing competitions, golf tournaments, and more. Neighborhood events and family events round out a full schedule of opportunities.





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## Twin Cities ~ Minneapolis and Saint Paul

The active lifestyle of Twin Cities' residents doesn't lie dormant during the winter either. There are miles of cross-country skiing trails, several downhill ski areas within an hour's drive, ice skating, snowmobile riding, sledding, and—of course—ice fishing.

For those who prefer activity of the spectator variety, the Twin Cities is home to several major sports teams: Minnesota Twins, Minnesota Vikings, Minnesota Wild, Minnesota Timberwolves, Minnesota Lynx, Minnesota United FC (soccer), and Minnesota Swarm (lacrosse).

There is also a minor league baseball team, the Saint Paul Saints. The areas have hosted the World Series, Super Bowl, NCAA Basketball Finals, the USGA U. S. Open, PGA Championships and the Special Olympics. In 2014, Target Field was the setting for baseball's All- star Game. In 2018, the Super Bowl will be played in a newly built state-of-the-art stadium.



But the Twin Cities have more to offer than participatory and spectator sporting events. There are countless arts and culture offerings here. The Grammy Award-winning Minnesota Orchestra has a reputation as one of the top orchestras in the world. The Saint Paul Chamber Orchestra is regarded as one of the finest chamber orchestras in the world.

Since 1919, the Festival of Nations has inspired people throughout the region to discover and embrace the rich cultural diversity brought to us by immigrants from around the world. In 2018, with collaboration with more than 90 ethnic groups, the festival will continue its legacy as the longest running multicultural festival in the Midwest.



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## Twin Cities ~ Minneapolis and Saint Paul

Since the early 1960s, the Guthrie Theatre has staged A-plus shows from the classical to the contemporary. Popular national shows and performers also tour through the Twin Cities year round at stages in both Minneapolis and Saint Paul, and at the University. There are over 30 theatre venues, 10 dance companies, and 30 classical music groups in the cities of Saint Paul and Minneapolis alone.



For the museum-goer, there are more than 60 museums in the Twin Cities. The Science Museum of Minnesota and the Minnesota Children's Museum (both in Saint Paul) are highly interactive learning and fun experiences for the entire family. The Minnesota History Center is an interactive museum for all ages with permanent and changing exhibits, lectures and events.

The Minneapolis Institute of Arts has a collection of more than 100,000 pieces. The Walker Art Center has been called "possibly the best contemporary art museum in the U. S." by *Newsweek*, and has over 11,000 pieces. The University of Minnesota's Weisman Art Museum is also a contemporary art destination.

Twin Cities Pride brings the greater GLBT community together to commemorate a diverse heritage, foster inclusion, education and create awareness of issues and celebrate achievements in equality. The 2-day Festival events include a parade, Rainbow Run 5K, exhibitor booths and food vendors, musical entertainment.



Beyond the outdoor, sports, entertainment, and culture, perhaps the biggest attraction for the Twin Cities is the lifestyle. *Forbes* hailed Saint Paul and Minneapolis as the nation's healthiest cities. *USA Today* named Saint Paul as North America's "Most Romantic City." The Twin Cities offer award-winning restaurants (several chefs have been regional James Beard Award winners). In addition to the popular Mall of America, there are plenty of unique shopping districts in both cities and in the suburbs.

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Avenues for Homeless Youth

